



# WASHOE COUNTY

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CM/ACM \_\_\_\_\_  
Finance \_\_\_\_\_  
DA \_\_\_\_\_  
Risk Mgt. \_\_\_\_\_  
HR \_\_\_\_\_  
Other \_\_\_\_\_

## STAFF REPORT BOARD MEETING DATE: December 8, 2015

**DATE:** November 17, 2015  
**TO:** Board of County Commissioners  
**FROM:** Alison A. Gordon, Internal Auditor   
328-2064, agordon@washoecounty.us  
**THROUGH:** John Slaughter, County Manager  
**SUBJECT:** Acknowledge Receipt of the Workers' Compensation Audit Report from the Internal Audit Division (All Commission Districts)

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### SUMMARY

The Board of County Commissioners approved a performance audit of the County Workers' Compensation program during the January 13, 2014 board meeting. The audit involved assessing current practices, including compliance with laws, regulations, County code and other requirements, a review of claims, and claims administration.

The Workers Compensation program has best practices in place. For example, staff is proactive in researching better ways to perform their work more efficiently and effectively. This includes identifying practices to ensure County employees remain safe while at work and providing safety training. Staff also is diligent in administering workers' compensation claims and works to keep County costs down while ensuring County employees injured on the job receive the assistance they need to recover from their injuries.

The results of our review indicated the Workers' Compensation Program can be enhanced. For example:

The County should enhance the promotion of wellness resources available to County employees, which in the long term should reduce health costs and workers' compensation program costs. Specifically, as of June 30, 2015, 44 of the County's 54 long-term claims pertain to Sheriff's Office employees. Of these 44, over half pertain to heart problems - estimated to cost over time about \$17M. Specialty Health offers a cardiovascular improvement program, which addresses the traditional risk factors associated with heart disease through nutrition and exercise plans along with medication if necessary. The County could offer this program to all County employees as the medical costs pertaining to this program are covered by the County health insurance HMO and PPO plans.

County employees and departments need to comply with workers' compensation laws, regulations, County Code, and labor agreements. Various instances were noted where supervisor C3 forms were not submitted within five days of the illness or injury report in accordance with County Code. Additionally, numerous instances were noted where employee time recording of workers compensation related doctor's appointments were inconsistent with applicable labor agreements. Of the 37 claims randomly selected for testing from FY14 and FY15 where the labor agreement stipulated leave was to be used for the initial doctor appointment, we found about 65%

of the claimants inappropriately charged regular time, which in turn was approved by the employee's supervisor.

The Risk Management Division could benefit from having a Comptroller in place to stabilize the leadership of the program. While each risk management staff handles their assigned portion of risk management, e. g. workers' compensation or property/casualty liability, the leadership of the program has been in transition for some time. Currently, the Assistant County Manager of Administration and Finance is serving as the interim risk manager while the County actively recruits for a new Comptroller.

The workers' compensation program needs to require its third-party administrator, CCMSI, to submit copies of their Statement on Standards for Attestation Engagements, SSAE, 116 report when issued. This report provides an independent assessment of a service organization's system of controls and provides assurance about whether these controls are suitably designed and operating effectively. At this time, the contract between the County and the third party administrator does not require them to submit their SSAE 116 report.

The workers' compensation program could be improved by using a case management system. Currently, staff use manual forms and Excel spreadsheets to record certain information about the claim. In addition, various required reports are prepared manually. Entering data manually and recording it to a spreadsheet is time consuming and can be prone to errors. There are several case management options at this time. First, County Technology Services developed an automated system for workers compensation years ago, which has not been used because it does not capture all of the information needed. This system would need additional programming. Second, when the County purchased SAP, the software included a workers' compensation module. However, at this time it is unclear whether this software would provide the required data.

An implementation plan establishing responsibilities and timelines will be developed with County management and department staff. This plan will then be reviewed with the Audit Committee and updated at each of their meetings. Implementation of recommendations having fiscal impact will be brought to the Board of County Commissioners for approval. This system could be used when certain programming changes were made

County Priority/Goal supported by this item: Valued, Engaged Employee Workforce

### **PREVIOUS ACTION**

No previous action has been taken on this Board item.

### **BACKGROUND**

State law governs workers' compensation, which is a form of insurance that pays medical expenses and lost wages for employees injured on the job. The County's Workers' Compensation Program was first established via an ordinance approved by the Board of County Commissioners State effective August 10, 1974 to comply with State law. The County became self-insured for workers' compensation as of July 1, 1981. As such, the County has demonstrated to the State Commissioner that it has sufficient administrative and financial resources to pay its workers' compensation claims. In addition to establishing the financial ability to pay, the County deposited with the Commissioner a security, submitted evidence of excess insurance to provide protection against a catastrophic loss.

The Comptroller's Office Risk Management Division Workers' Compensation Program administers the County's workers' compensation program and has contracted with a third-party

administrator to handle the various facets of claim administration, Cannon Cochran Management Services, Inc., (CCMSI). The current service agreement was entered into on July 1, 2012 with a termination date of June 30, 2015. The service agreement also includes a clause that unless terminated the agreement will automatically renew for successive one-year terms. The contractor's duties include determining compensability – whether an employee has a workers' compensation claim that is covered under state law, processing claims, managing investigations, and controlling losses, maintaining all workers' compensation claims and supporting documentation in a database, and ensuring that quality health care is provided to injured employees.

Although the contractor maintains the County's files in a proprietary claims database, all claim information relating specifically to the County, which is necessary to the performance of CCMSI's obligations under the agreement, are the exclusive property of the County. The County has access to the database and information that it contains.

### **SCOPE AND METHODOLOGY**

The scope of the audit included evaluating the practices used by the Workers' Compensation program for efficiency and effectiveness. It included assessing internal controls and practices over cash receipts, safeguarding assets, purchasing, and inventory. It also included reviewing compliance with County policies, and applicable NRS, case management, and various programs within the District Attorney's Office.

This audit was conducted in accordance with Generally Accepted Government Auditing Standards and covered the period of July 2010 through June 2015. Fieldwork was conducted between July 2015 and October 2015.

### **FISCAL IMPACT**

This report has no fiscal impact. However, implementation of some recommendations may have fiscal impact and at this time, no funding source has been identified for any additional costs.

### **RECOMMENDATION**

It is recommended the Board of County Commissioners acknowledge receipt of this audit report of Washoe County's Workers' Compensation Program.

### **POSSIBLE MOTION**

Should the Board of County Commissioners acknowledge receipt of this audit report, a possible motion would be:

*Move to acknowledge receipt of the Washoe County Workers' Compensation Program Audit Report from the Internal Audit Division.*

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Attachments

# WASHOE COUNTY INTERNAL AUDIT PROGRAM



## Washoe County Worker's Compensation Program

November 18, 2015

Alison A. Gordon, CPA, CFE  
Internal Audit Manager



## Executive Summary

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The County's wellness resources can be enhanced with the promotion of a cardiovascular improvement program.

Specialty Health offers a wellness program to address risks associated with heart disease. County health plans cover most of the cost of this program. Over time, this program could reduce the County's health and workers compensation costs, particularly in the Sheriff's Office. (Pages 5, 6 and 7)

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County departments and employees need to comply laws, code, and labor agreement requirements applicable to workers' compensation.

Of the 37 claims randomly selected from FY14 and FY15 where the WCEA labor agreement required leave time to be used for doctor appointment, about 65% of the claimants inappropriately charged regular time. (Pages 7, 8 and 9)

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The Risk Management Division would benefit with a Comptroller in place to stabilize the leadership of the program.

The County is in the process of recruiting a Comptroller where the duties will include assisting with the risk management function. In the interim, one of the two Assistant County Managers is filling in as Interim Risk Manager. (Pages 9 and 10)

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The Workers' Compensation program needs to require its third party administrator, CCMSI, to submit copies of their Statement on Standards for Attestation Engagements, SSAE, 16 reports when issued.

The current contract with CCMSI does not require it to provide copies of its SSAE 16 reports. This requirement needs to be included at the next contract renewal. (Pages 10 and 11)

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The Workers' Compensation program can be improved upon with the development and implementation of a case management system.

Two options exist for automation including a program developed to Technology Services or a workers' compensation module existing for SAP. Analysis is needed to identify which will be best. (Pages 11 and 12)

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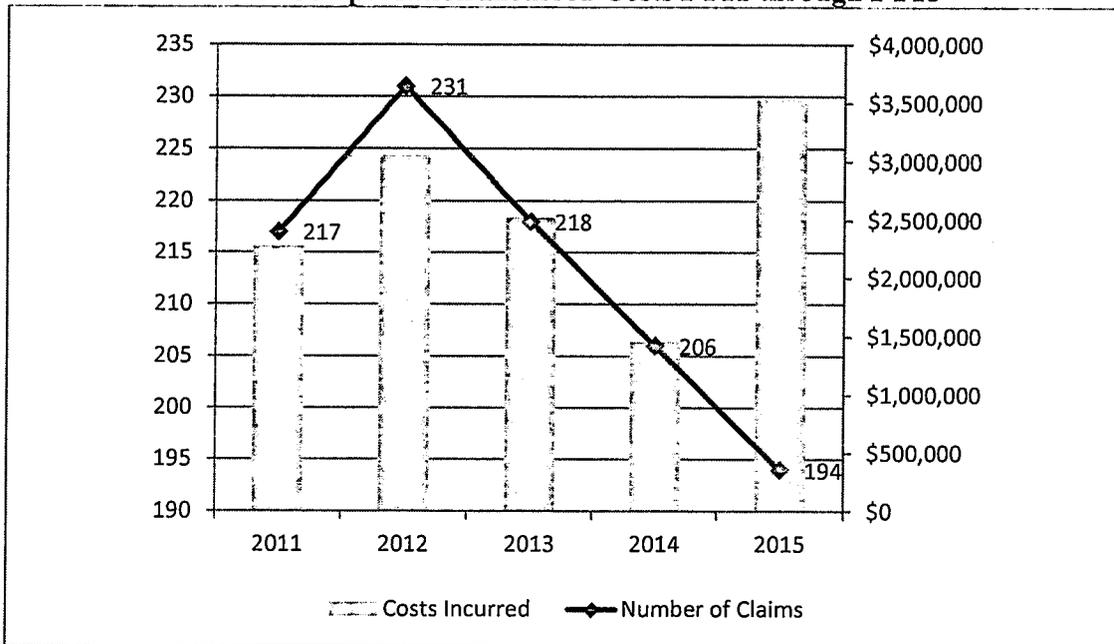
## Observations and Recommendations

### 1. Workers' Compensation Program Statistics

The County's total incurred workers' compensation costs, including amounts paid, reserve amounts and amounts recovered, total about \$12.8 million from July 2010 through June 2015. The Federal Bureau of Labor Statistics reported that workers' compensation cost state and local governments an average of 55 cents per hour worked, equal to \$1,186 per full-time equivalent employee.<sup>1</sup> The County's average annual cost was equivalent to about \$1,112 per full-time employee per year, about six percent less than the average for state and local governments.

The Workers' Compensation Program has a goal of reducing costs and claims. Workers' compensation costs have fluctuated over the last five years ranging between \$1.4 million and \$3.5 million per year in fiscal years 2011 through 2015. The number of claims has decreased from 231 claims in FY12 to 194 claims in FY15.

**Exhibit I – Workers' Compensation Incurred Costs FY11 through FY15**



Source: CCMSI Claims Management System

It is important to note the costs in Exhibit I include claims for heart disease that provide lifetime benefits per NRS 617.457 to sworn personnel and possibly their dependents. However, without the costs pertaining to heart claims there is a decrease in claims costs annually, which is consistent with the decrease in the number of claims since FY12.

<sup>1</sup> News Release Employer Costs For Employee Compensation – June 2015, Table 3, U.S. Bureau of Labor Statistics, U.S. Department of Labor, September 9, 2015

Even though many of the issues and expenditures related to workers' compensation are beyond the County's control, the best way to limit costs and maintain a safe and healthy workforce is to prevent the injuries or illnesses before they occur and result in a workers' compensation claim.

As shown in Exhibit II below, Sheriff's Office employees filed about 55% the claims during FY11 through FY15. Sheriff's Office employees total about 31 percent of the County's fulltime employees. During FY's 2014 and 2015, 75% and 79% respectively of the Sheriff's Office claims were from the Patrol and Detention Divisions – the two divisions with the most deputies and public and offender contact. Community Services, Social Services, Juvenile Services, and the Health District filed most of the remaining claims.

**Exhibit II – Number of Claims by Department FY11 through FY15**

Department	Number of Claims	Percent
Sheriff's Office	583	54.74%
Community Services	188	17.65%
Social Services	62	5.82%
Juvenile Services	52	4.88%
Health District	31	2.91%
Library	20	1.88%
Coroner	20	1.88%
District Court	15	1.41%
Senior Services	13	1.22%
Animal Services	12	1.13%
Public Guardian	11	1.03%
District Attorney	9	0.85%
Technology Services	8	0.75%
Clerk's Office	5	0.47%
Human Resources	5	0.47%
Recorder's Office	4	0.38%
Public Defender	4	0.38%
Manager's Office	4	0.38%
Alternate Public Defender	4	0.38%
Justice Courts	3	0.28%
Assessor's Office	3	0.28%
Alternative Sentencing	2	0.19%
Comptroller's Office	2	0.19%
Public Administrator	2	0.19%
Risk Management	2	0.19%
Treasurer's Office	1	0.09%
<b>Total</b>	<b>1,065</b>	

Source: CCMSI Claims Management System

Exhibit III below shows multiple claims by department over FY11 through FY15. Over 48% of claims were filed by employees who filed more than one claim during the five years reviewed: 515 of 1,065 claims filed from July 1, 2010 through June 30, 2015. The number of employees filing multiple claims was 207, which represented 27% of all claimants. Multiple claims filed averaged 2.5 while the maximum was 6 claims.

The County has paid about \$3.5 million and is projected to pay over \$7 million in total for these multiple claims as of June 30, 2015. The functional areas with high multiple claims include public safety and community services.

**Exhibit III – Multiple Claims by Department FY11 through FY15**

Department	Number of Multiple Claims by Employee <sup>(A)</sup>	Percent of Total Claims Filed by Each Department
Sheriff's Office	335	57%
Community Services <sup>(B)</sup>	99	50%
Social Services	17	27%
Coroner	15	75%
Juvenile Services	13	25%
Library	7	35%
Health District	6	19%
Public Guardian	6	55%
Senior Services	5	38%
Human Resources	2	40%
Manager's Office	2	50%
Alternative Sentencing	2	100%
Risk Management	2	100%
District Attorney	2	9%
Technology Services	2	25%
Total	515	

<sup>(A)</sup> Source: CCMSI Claims Management System and IDEA Analytical Software

<sup>(B)</sup> Includes Animal Services, recorded as Public Works in prior years

**Recommendation:** *Not applicable*

**2. Wellness Program**

The County should enhance the promotion of wellness resources available to County employees. Currently County employees can sign up to access online wellness resources via ACI Specialty Benefits, the County's employee assistance program. This program includes a variety of online tools and information to help employees get healthy. The County also conducts a periodic health fair, which provides biometric screenings and other health related information to County employees.

Currently per NRS 617.457, a sworn officer identified with a heart disease, who for 5 years or more has been employed as a sworn officer, is conclusively presumed to have said disease

that has arisen out of and in the course of employment. In the 2015 Legislative session, Senate Bill 153 was approved to provide benefits to active sworn personnel diagnosed with heart disease with 2 years or more of continuous service effective January 1, 2017.

The current County wellness resources can be enhanced which in the long term should reduce the County's health costs and workers compensation program costs, particularly in the Sheriff's Office. During the review of the workers' compensation program, we noted a significant number of long-term claims for the Sheriff's Office going back to FY91 as a result of the NRS lifetime heart and lung mandates. As of June 30, 2015, about 81% of the County's 54 long-term claims pertain to Sheriff's Office employees. Of these, over half pertain to heart problems. Moreover, the total incurred costs including amounts paid, reserve amounts, and amounts recovered for these heart related claims are currently about \$17.0M.

According to the National Institute of Health, law enforcement is a high stress occupation that is prone to increasing the prevalence and incidence of cardiovascular disease. Currently employed law enforcement personnel have a high incidence of traditional risk factors, including high blood pressure, cholesterol and triglyceride issues, metabolic syndrome, weight issues, cigarette smoking, and a sedentary lifestyle. Law enforcement personnel are also exposed to occupation specific risk factors that include sudden physical exertion, acute and chronic psychological stress, shift work and noise. Workplace programs to promote health and physical fitness of police officers are commonly lacking, but can be an effective means for reducing cardiovascular risk.

We contacted other local government agencies in northern Nevada to identify methods used to reduce cardiovascular disease, if any. Those interviewed included the City of Sparks Police Department, the City of Reno Police Department, the Truckee Meadows Fire Protection District, the UNR Police Department, and the Storey County Sheriff's Office. Each of these law enforcement departments has implemented a cardiovascular improvement program through Specialty Health, including participation in a "train the trainer" program. These entities all believe participation in the Specialty Health cardiovascular improvement program not only helps officers become healthier and more physically fit, but will help reduce the future number of injuries, workers' compensation claims, and long-term claims.

We contacted Specialty Health, a local Nevada company since 1995, to obtain information on their cardiovascular improvement program. Typically, law enforcement employees are referred to the Specialty Health program based on health risks identified through their required annual heart and lung examinations, such as high cholesterol, being overweight, or needing to quit smoking. At that time, Specialty Health asks the employee to obtain two additional blood tests - a LDL particle test and an insulin resistance test.

The LDL particle test measures the actual number of LDL particles in the blood. When high numbers of small LDL particles are in the blood, the particles can build up in the arteries and cause heart disease. According to a paper published by Laboratory Corporation of America, science has shown that knowing the amount of cholesterol an individual has is not as important as knowing the actual number of LDL particles. The second test is an insulin resistance test that measures the body's response to insulin. An insulin resistant response

shows that glucose is building up in the blood instead of being absorbed by cells – a precursor to diabetes and other major health problems.

Once Specialty Health receives the results of these tests, the employee meets with the doctor who goes over the results and makes medication recommendations, if necessary. The employee then meets with the nutritionist and fitness coordinator to develop a specialized nutrition and exercise plan that will assist in lowering the identified risks. The employee then checks back in periodically to determine how effectively the plan is working.

Additionally, Specialty Health has developed an optional “train the trainer” program. For example, the employer identifies an officer to participate and learn how to counsel fellow officers in healthy choices and implementing plans developed by the Specialty Health as well as train other officers to provide this assistance. Specialty Health provides this training online and through meetings with its personnel typically over a six-month period. Moreover, this training is POST certified. According to Specialty Health this training costs about \$1,000 per individual trained.

In addition to the Sheriff’s Office employees, County could offer the Specialty Health cardiovascular improvement program to all County employees. We contacted the County self-insured and HMO health benefit plans to determine whether the Specialty Health doctor and the two additional blood tests were covered as part of these plans. The Specialty Health physician participates in both plans and the two blood additional blood tests are covered as preventive in both the County’s self-insured plan and the HMO plan. The only uncovered costs would be for the nutritionist and the fitness coordinator where the billing rate is \$100 per hour, which could be the responsibility of the employee. According to staff at the City of Sparks, the first visit after the doctor includes meeting with the nutritionist and fitness expert together for about 45 minutes. Subsequent meetings take about 30 minutes and occur periodically as needed.

If County management decide to make the Specialty Health cardiovascular program available to County employees, this program could be promoted by the County Human Resources Department and/or by the County Safety Committee. Additionally, the County could have Specialty Health provide an informational meeting to rollout the program to County employees that could also be televised to employees they could not attend the meeting to help encourage participation.

***Recommendation:***

*County management should consider:*

*2.1 Performing additional outreach to County employees regarding wellness resources available.*

**3. Compliance with NRS, County Code and Labor Agreements**

County employees and departments need to comply with NRS, County Code, and labor agreement requirements. The County Risk Management Division has provided Workers’ Compensation claim reporting requirements mandated by statute and County Code to County

departments. The departments have also been informed to follow applicable labor agreements, which are posted on the County website. The labor agreements outline the appropriate use of sick, annual or compensatory leave related to workers' compensation.

#### Reporting Timeframe Requirements

As part of the review of the workers' compensation program, we tested a sample of workers' compensation claims to verify compliance with NRS and County requirements. Notification of an occupational injury or illness consists of an employee completing a C-1 Notice of Injury or Occupation Disease within the following number of days from the occurrence of an occupational injury or illness:

- NRS 616C.015 – As soon as practicable but within 7 days after the occupational injury or illness,
- County Code Chapter 65.110 – As soon as practicable but within 5 days after the injury or illness is reported, and,
- Washoe County Workplace Safety Program – Immediately, as appropriate

County Code Chapter 65.110 also requires a C-3 and Supervisors Report of Injury for workers' compensation claims. County department must submit these forms to the Risk Management Division with the C-1.

We found employee claims are generally submitted timely, with those being late within the allowable exception parameters. However, several instances were noted where supervisor C3 forms were not submitted within five days of the illness or injury report. Specifically, 90 open and closed claims were randomly selected for testing – 45 open and closed claims each from FY14 and FY15. During FY14, in the 45 claims reviewed, we found five instances (11%) where the supervisor C3 form was submitted late. During FY15, in the 45 claims reviewed, seven instances (16%) were noted where the supervisor C3 form was more than 5 days after the incident. The number of days late ranged between 1 and 3 days with one instance where the supervisor C3 report was 12 days late. In those instances, Risk Management personnel needed to produce forms on behalf of departments to ensure the County was in compliance with State laws.

#### SAP Time Recording

Numerous instances were also noted where County employee time recording of workers' compensation related doctor appointments was inconsistent with applicable labor agreements. Both the WCEA Non-Supervisory and Supervisory contracts require employees to use sick leave, annual leave or compensatory time to attend doctor appointments and follow-up appointments unless the employee is receiving disability benefits under Chapter 616 to 618 of NRS. Employees may also request they be allowed to flex their schedules for these appointments to avoid using leave time.

We found employees are not always following these requirements and supervisors were approving the incorrect time recording in SAP. For example, during FY14 where leave was to be used for the initial doctor appointment, we noted eight instances out of 14 (57%) randomly selected claims pertaining to WCEA employees where time was recorded

incorrectly. This includes seven instances where regular time was charged and one instance where comp time earned was charged instead of leave for the initial visit to Concentra. In addition, one of the employees also inappropriately charged Workers' Compensation leave for two days after the doctor released the individual back to work.

During FY15 where leave was to be used for the initial doctor appointment, we noted 16 instances out of 23 (70%) randomly selected claims pertaining to WCEA employees where regular time was charged instead of leave for the initial visit to Concentra. Additionally, one instance occurred where the employee charged 8 hours of Workers' Compensation leave but the claim file shows Workers' Compensation leave was not authorized for the day in question.

#### Permanent Disability

When employees are identified as having a permanent disability and unable to continue working in their assigned position or any other position within the County, action must be taken within 30 calendar days to refer employees to other benefits under Workers' Compensation, such as vocational rehabilitation. Departments are not always following these requirements, which sets a precedent for future claims with similar circumstances and are not in accordance with workers' compensation statutes.

Best practices would dictate that all claims and time recorded be handled consistently and in accordance with worker's compensation laws, regulations, county code and labor agreements.

#### ***Recommendations:***

*To ensure compliance with NRS and County Code, the Workers' Compensation Program staff in coordination with the Human Resources Department should:*

- 3.1 Remind all supervisors and department management that County Code requires the Workers' Compensation claim paperwork (C-1, C-3, and Supervisors Report) be sent to the Risk Management Division as soon as practicable but no later than five days after the date of injury,*
- 3.2 Work with the Safety Committee to identify the best way to inform employees and supervisors of the rules regarding time recording when injured,*
- 3.3 Provide workers' compensation time recording rules to the departmental HR representatives,*
- 3.4 Update the "quick" reference sheet with pertinent claim and time recording requirements for employees, supervisors, department management, and HR representatives,*
- 3.5 In coordination with County management, the Safety Committee, and County Human Resources Department, update written procedures for workers' compensation practices for all County departments to follow in handling workers' compensation claims and time recording so all County claims are administered consistently, and,*
- 3.6 Ensure consistency in administration of claims where employees receive permanent restrictions.*

#### 4. Transition in Leadership

The County's Risk Management Division would benefit from having a Comptroller in place to stabilize the leadership of the program. In prior years, the County had a risk manager in place, however, since the risk manager left County service this position was consolidated as part of the duties of the County Comptroller.

Currently, the Assistant County Manager of Administration and Finance is serving as the Interim Risk Manager while the County is actively recruiting for a new Comptroller position that includes risk management duties. These duties should continue to include:

- Planning, designing and implementing the overall risk management process for the organization,
- Establish the annual priorities and goals of risk management,
- Guiding risk management staff and assisting with decision making and problematic situations,
- Analyzing the risks of County activities as well as identifying, describing and estimating the risks affecting the County and making recommendations to reduce the risks identified,
- Analyzing and recommending levels of self-funding and purchased insurance, implementing safety measures, and developing business continuity plans to limit risks,
- Conducting reviews of policies and compliance to laws, County Code, labor agreements, and time recording (previously discussed), and
- Oversight of legal, budget, financial transactions and all contracts related to the workers' compensation and property/casualty programs.

Having a Comptroller in place is important as this position would communicate the plans, policies, decisions, and strategies of County management to the risk management staff and communicate recommendations of staff to management.

***Recommendation:***

*4.1 County management should continue moving forward to fill the Comptroller position.*

#### 5. SSAE 16

The workers' compensation program needs to require CCMSI to submit copies of their SSAE 16 Reporting on Controls at a Service Organization when issued. The SSAE 16 report provides an independent assessment of whether a service organization's system of controls was placed in operation, suitably designed, and operating effectively. It also provides detailed information about a service organization's operations and underlying internal controls and includes no data subject to HIPPA.

Currently, the workers' compensation program does not require CCMSI to provide copies of its SSAE 16 report. CCMSI had its independent service auditor examine its controls related to health plan administration services for the 12-month period ended September 30, 2014, and issued a report describing the internal control environment and the related testing

performed. The workers' compensation program did not obtain a copy of this report but CCMSI provided the report upon request by this auditor. A review of this report showed no areas of concern regarding CCMSI's system of controls.

The agreement between the County and CCMSI has a service period ending date of June 30, 2015, but allows for automatic renewal. The workers' compensation program should ensure the next renewal agreement requires a copy of SSAE 16 reports at the end of the next renewal period but in the meantime should request a copy of any subsequent SSAE 16 audits performed.

In addition, the workers' compensation program should provide a copy of the report to the County auditors. This would assist the audit team in planning the audit of the County's financial statements. Without this report, the County may likely have to incur additional costs in sending out the auditors to CCMSI.

***Recommendation:***

5. *The County should require the workers' compensation program third party administrator, CCMSI, to submit copies of their SSAE 16 reports when issued.*

**6. Case Management System**

The Workers' Compensation program can be improved upon with the development and implementation of a case management system. During the review, we noted various claim information is tracked manually with an Excel spreadsheet. Data tracked includes claim status as to whether the claim is open or closed, the location where the incident occurred, injured worker name, position, date of injury, the department location, the diagnosis, body part involved, what happened, the injury category, the contributing factor, corrective action if necessary, and lost time details, among other data. In addition to tracking claims, the workers' compensation staff use this spreadsheet to prepare certain internal reports and OSHA required reports. This manual method does not allow staff with the ability to easily track workers' compensation claim data, prepare required reports and requires the storage of manual documents by case file. Moreover, entering data manually and recording it to a spreadsheet is time consuming and can be prone to errors.

Case management software would provide an automated method for recording, obtaining and reporting required data. The County Technology Services Division developed a case management system for workers compensation, but the system has not been used for several years. One of the reasons for this is the current system does not capture all of the information needed. Workers' compensation staff and this auditor met with Technology Services Division staff and learned this system could be modified to capture all the required information as well as automatically populate employee data using SAP and provide required reports, including those required by OSHA. A second option includes using the workers' compensation program offered through SAP. When the County purchased SAP, the software included a workers' compensation module. However, at this time it is unclear whether this software would provide the data needed by the workers' compensation staff.

Currently, the County Technology Services Department is working with the workers' compensation staff and performing analysis and research to determine which option would work best.

***Recommendations:***

*The Workers' Compensation staff should:*

- 6.1 Continue to work with the County Technology Services Department staff to identify the best system to provide the required data, and,*
- 6.2 Implement an automated method for recording workers' compensation claim data.*

**7. Workers' Compensation Website**

The Workers' Compensation website needs to be consolidated in one location to facilitate use by County employees. The County intranet site for workers' compensation can be found under the department listing for "Risk Management" which may not be intuitive for some County employees. There is a link on the Risk Management intranet page for Workers' Comp, which goes to another page that includes claim forms and information about "what to do if you are injured". There is also another site on the County intranet for the Safety Committee under a "Committee" tab. This site identifies the County Safety Committee members, their meeting schedule, as well as significant amount of useful safety information for employees. The website locations have been discussed during new employee orientation sessions, safety training, meetings with department heads, and department HR representatives. It is unclear if this information is being distributed to all staff. Nevertheless, consolidating the safety and workers' compensation information in one website would be a more effective way to disseminate this information and make it easier to locate information needed by County employees.

***Recommendations:***

*The Workers' Compensation Program should:*

- 7.1 Review the workers' compensation and safety committee intranet pages and work with the Risk Management staff, the Safety Committee and Technology Services to make workers' compensation and safety information more easily accessible by County employees, and,*
- 7.2 Send a countywide email to notify employees of how to locate workers' compensation and safety information on the County intranet, and,*
- 7.3 Continue to promote the website during new employee orientations, safety training, and to department representatives as opportunities present themselves.*